



**County of Los Angeles  
DEPARTMENT OF CHILDREN AND FAMILY SERVICES**

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PHILIP L. BROWNING  
Director

April 26, 2012

To: Supervisor Zev Yaroslavsky, Chairman  
Supervisor Gloria Molina  
Supervisor Mark Ridley-Thomas  
Supervisor Don Knabe  
Supervisor Michael D. Antonovich,

From: Philip L. Browning  
Director

A handwritten signature in dark ink, appearing to be "P. Browning", is written over the printed name and title of the sender.

Board of Supervisors  
GLORIA MOLINA  
First District  
MARK RIDLEY-THOMAS  
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Fifth District

**WINGS OF REFUGE FOSTER FAMILY AGENCY CONTRACT COMPLIANCE  
MONITORING REVIEW**

The Wings of Refuge Foster Family Agency (FFA) offices are located in the 2<sup>nd</sup> and 5<sup>th</sup> Supervisorial Districts. Both offices provide services to Los Angeles County Department of Children and Family Services' (DCFS) foster children. According to the Wings of Refuge FFA program statement, its mission is "to provide a comprehensive range of support services to the children, youth, parents and certified foster parents in an effort to prevent the need for multiple placements/replacements." The Agency's goal is to "provide a safe, nurturing, therapeutic foster home, where children can receive protection from abuse, maltreatment and from an unsafe environment." The Wings of Refuge FFA is licensed to serve children ages birth through 18.

The DCFS Out-of-Home Care Management Division (OHCMD) conducted a review of the Wings of Refuge FFA in June 2011, at which time they were supervising 170 DCFS placed children in 67 certified foster homes. For the purpose of this review, 14 placed children were interviewed. The placed children's overall average length of placement was 10 months, and the average age was 13. Seven certified foster parent files, five discharge files and five staff files were reviewed for compliance with Title 22 regulations and the contract requirements.

At the time of the review, eight placed children were prescribed psychotropic medication. We reviewed their case files to assess timeliness of psychotropic

medication authorizations and to confirm that the documentation of psychiatric monitoring was maintained as required.

### **SCOPE OF REVIEW**

The purpose of this review was to assess Wings of Refuge FFA's compliance with the contract and State regulations. The visit included a review of the Agency's program statement, administrative internal policies and procedures, 14 placed children's case files, eight psychotropic files, seven certified foster parent files, five discharge files and five personnel files. Six certified foster homes were visited to assess the quality of care and supervision provided to the children and we conducted interviews with the 14 children to assess the care and services they were receiving.

A copy of this report has been sent to the Auditor-Controller (A-C) and Community Care Licensing (CCL).

### **SUMMARY**

The Wings of Refuge FFA was in substantial compliance with providing the services outlined in the contract, program statement and regulatory standards reviewed. Overall, the children interviewed indicated that they were provided with good care and appropriate services, were comfortable in their environment and were treated with respect and dignity.

The deficiencies noted during the monitoring review were in the areas of Certified Foster Homes, Facility and Environment, Maintenance of Required Documentation and Service Delivery, Educational and Workforce Readiness, Health and Medical Needs and Personnel Records.

Based on our review, the deficiencies revealed a need for more thorough documentation and increased oversight to include routine monitoring of the files by supervisory staff to decrease or eliminate documentation issues. Overall, Wings of Refuge FFA was providing good care and services to placed children and support to the certified foster parents as outlined in its program statement and as evident in the relationships formed within the Agency.

The Wings of Refuge FFA was receptive to implementing some systemic changes to improve their compliance with regulations and the contract. The Agency Administrator agreed to address the noted deficiencies in a Corrective Action Plan (CAP).

### **NOTABLE FINDINGS**

The following are the notable findings of our review:

- Three certified foster parents had home studies on file that were dated subsequent to their initial certification.
- One foster parent's file lacked the current Certificate of Approval; verification that an assessment was completed prior to the current Certificate of Approval; verification of the required annual training hours for the certified foster mother; verification of a health-screening and a TB clearance for foster mother; and verification of the initial orientation to the FFA.
- One foster parent, certified in October 2008, did not have written documentation in the file that a safety inspection or an evaluation/assessment was completed for the current re-certification.
- One certified foster mother had only a Texas Driver's license on file that expired in July 2011, and no documentation that the foster mother had requested a California Driver's License (CDL) in order to provide transportation for the placed children.
- Two of the foster homes visited had broken beds in the bedrooms.
- Some of the children's Needs and Services Plans (NSPs) were not comprehensive: NSPs were missing medical/dental information, had vague goals, were missing signatures by the child, certified foster parent or the Children's Social Worker (CSW), were late, had no information about the child's school enrollment, had inaccurate medical/dental information; and were missing report cards, progress reports, or Individual Education Plans (IEP).
- Two children did not have timely initial medical examinations.
- One child's initial dental examination was not timely.
- For two staff, there was no documentation indicating that the staff had completed the required initial training.
- For one staff, there was no documentation of the required one-hour child abuse reporting training.
- For one staff, hired in February 2011, there was no verification of the required on-going training.

A detailed report of our findings is attached.

## **EXIT CONFERENCE**

The following are highlights from the Exit Conference held July 25, 2011.

### **In attendance:**

Paulette Buchanan, FFA Program Coordinator and Los Angeles Office District Administrator; Vajezatha Payne, Palmdale Office District Administrator and Cori Shaffer, CSA I, Monitor, DCFS OHCMD.

Executive Director, Renee Moncito participated via telephonic conference call.

### **Highlights:**

The Wings of Refuge Administrators were in agreement with our findings and recommendations. The administrative staff indicated they would implement systemic changes with regard to the oversight and to ensure on-going compliance. The administrators reported that many of the corrections were completed during the review. The Wings of Refuge FFA submitted a timely approved written CAP, which addresses each recommendation noted in this compliance report. The CAP is attached.

We will assess for full implementation of the recommendations during our next review.

If you have any questions, please call me or your staff may contact Aldo Marin, Board Relations Manager at (213) 351-5530.

PLB:RS:KR:  
EAH:Nf:cs

### **Attachments**

c: William T Fujioka, Chief Executive Officer  
Wendy Watanabe, Auditor-Controller  
Public Information Office  
Audit Committee  
Rene Moncito, Executive Director, Wings of Refuge FFA  
Jean Chen, Regional Manager CCL

III	<b><u>Facility and Environment</u></b> (8 Elements) <ol style="list-style-type: none"> <li>1. Exterior Well Maintained</li> <li>2. Common Areas Maintained</li> <li>3. Children's Bedrooms/Interior Maintained</li> <li>4. Sufficient Recreational Equipment</li> <li>5. Sufficient Educational Resources</li> <li>6. Adequate Perishable and Non Perishable Food</li> <li>7. Disaster Drills Conducted</li> <li>8. Allowance Logs</li> </ol>	<ol style="list-style-type: none"> <li>1. Full Compliance</li> <li>2. Full Compliance</li> <li>3. Needs Improvement</li> <li>4. Full Compliance</li> <li>5. Full Compliance</li> <li>6. Full Compliance</li> <li>7. Full Compliance</li> <li>8. Full Compliance</li> </ol>
IV	<b><u>Maintenance of Required Documentation and Service Delivery</u></b> (11 Elements) <ol style="list-style-type: none"> <li>1. DCFS CSW Authorization to Implement NSPs</li> <li>2. Children's Participation in the Development of NSPs</li> <li>3. NSPs Implemented and Discussed with Foster Parents</li> <li>4. Children's Progress Towards Meeting Goals</li> <li>5. Timely Developed Initial NSPs with Child</li> <li>6. Timely Comprehensive Initial NSPs with Child</li> <li>7. Therapeutic Services Received</li> <li>8. Recommended Assessments/Evaluations Implemented</li> <li>9. DCFS CSWs Monthly Contacts Documented</li> <li>10. Timely Developed Updated NSPs with Child</li> <li>11. Timely Comprehensive Updated NSPs with Child</li> </ol>	<ol style="list-style-type: none"> <li>1. Needs Improvement</li> <li>2. Needs Improvement</li> <li>3. Full Compliance</li> <li>4. Needs Improvement</li> <li>5. Needs Improvement</li> <li>6. Full Compliance</li> <li>7. Needs Improvement</li> <li>8. Needs Improvement</li> <li>9. Full Compliance</li> <li>10. Full Compliance</li> <li>11. Needs Improvement</li> </ol>
V	<b><u>Education and Workforce Readiness</u></b> (7 Elements) <ol style="list-style-type: none"> <li>1. Child Enroll in School Within Three Days</li> <li>2. Child Attends School as Required</li> <li>3. Agency Facilitates Child's Educational Goals</li> <li>4. Child's Academic and/or Attendance Increase</li> <li>5. Current IEPs Maintained</li> <li>6. Current Report Cards Maintained</li> <li>7. Agency Facilitates Child's Participation in YDS/Equivalent/Vocational Program</li> </ol>	<ol style="list-style-type: none"> <li>1. Full Compliance</li> <li>2. Full Compliance</li> <li>3. Full Compliance</li> <li>4. Needs Improvement</li> <li>5. Needs Improvement</li> <li>6. Needs Improvement</li> <li>7. Full Compliance</li> </ol>

VI	<b><u>Health and Medical Needs</u></b> (6 Elements) <ol style="list-style-type: none"> <li>1. Initial Medical Examinations Conducted</li> <li>2. Initial Medical Examinations Timely</li> <li>3. Follow-up Medical Examinations Timely</li> <li>4. Initial Dental Examinations Conducted</li> <li>5. Initial Dental Examination Timely</li> <li>6. Follow-up Dental Examinations Timely</li> </ol>	<ol style="list-style-type: none"> <li>1. Full Compliance</li> <li>2. Needs Improvement</li> <li>3. Full Compliance</li> <li>4. Needs Improvement</li> <li>5. Needs Improvement</li> <li>6. Full Compliance</li> </ol>
VII	<b><u>Psychotropic Medications</u></b> (2 Elements) <ol style="list-style-type: none"> <li>1. Current Court Authorization for Administration of Psychotropic Medication</li> <li>2. Current Psychiatric Evaluation Review</li> </ol>	Full Compliance (ALL)
VIII	<b><u>Personal Rights and Social Emotional Well-Being</u></b> (13 Elements) <ol style="list-style-type: none"> <li>1. Children Informed of Home's Policies and Procedures</li> <li>2. Children Feel Safe</li> <li>3. Satisfaction with Meals and Snacks</li> <li>4. Foster Parents Treatment of Children with Respect and Dignity</li> <li>5. Appropriate Rewards and Discipline System</li> <li>6. Children Allowed Private Visits, Calls, and Correspondence</li> <li>7. Children Free to Attend Religious Services/Activities</li> <li>8. Reasonable Chores</li> <li>9. Children Informed About Psychotropic Medication</li> <li>10. Children Aware of Right to Refuse Psychotropic Medication</li> <li>11. Children Informed About Voluntary Refusal of Medical and Dental Care</li> <li>12. Children Participation in At-Home, School, Community Activities</li> <li>13. Children Participation in Extra-Curricular Activities</li> </ol>	Full Compliance (ALL)



IX	<b><u>Personal Needs/Survival and Economic Well-being</u></b> (8 Elements) <ol style="list-style-type: none"> <li>1. \$50 Clothing Allowance</li> <li>2. On-going Clothing Inventories of Adequate Quantity</li> <li>3. On-going Clothing Inventories of Adequate Quality</li> <li>4. Involvement in Selection of Clothing</li> <li>5. Provision of Personal Care Items</li> <li>6. Minimum Monetary Allowances</li> <li>7. Management of Allowance</li> <li>8. Encouragement and Assistance with Life Book</li> </ol>	Full Compliance (ALL)
X	<b><u>Discharge Children</u></b> (3 Elements) <ol style="list-style-type: none"> <li>1. Stabilization of Placement prior to Discharge</li> <li>2. Discharge Summary Completed</li> <li>3. Did Child Complete High School</li> </ol>	Full Compliance (ALL)
XI	<b><u>Personnel Records</u></b> (14 Elements) <ol style="list-style-type: none"> <li>1. DOJ Timely Submitted</li> <li>2. FBI Timely Submitted (After January 1, 2008)</li> <li>3. CACIs Timely Submitted</li> <li>4. Signed Criminal Background Statement Timely</li> <li>5. Education/Experience Requirement</li> <li>6. Employee Health-Screening Timely</li> <li>7. Valid Driver's License</li> <li>8. Signed Copies of FFA Policies and Procedures</li> <li>9. Initial Training Documentation</li> <li>10. One-hour Training of Child Abuse Reporting</li> <li>11. CPR Training Documentation</li> <li>12. First-Aid Training Documentation</li> <li>13. On-going Training Documentation</li> <li>14. Social Workers Appropriate Case Ratio</li> </ol>	<ol style="list-style-type: none"> <li>1. Full Compliance</li> <li>2. Full Compliance</li> <li>3. Full Compliance</li> <li>4. Full Compliance</li> <li>5. Full Compliance</li> <li>6. Full Compliance</li> <li>7. Full Compliance</li> <li>8. Full Compliance</li> <li>9. Needs Improvement</li> <li>10. Needs Improvement</li> <li>11. Full Compliance</li> <li>12. Full Compliance</li> <li>13. Needs Improvement</li> <li>14. Full Compliance</li> </ol>

**WINGS OF REFUGE FOSTER FAMILY AGENCY  
CONTRACT COMPLIANCE MONITORING REVIEW**

**5777 Century Blvd., Suite 910  
Los Angeles, CA 90045  
License Number: 197803395**

**38345 30th Street East  
Palmdale, CA 93535  
License Number: 197804903**

The following report is based on a "point in time" monitoring visit. This compliance report addresses findings noted during the June 2011 monitoring review.

**CONTRACTUAL COMPLIANCE**

During our review of the Wings of Refuge FFA, we reviewed 14 children's files, six certified foster parent files, five discharge files and five staff files and/or documentation from the provider. The Wings of Refuge FFA fully complied with five of the 11 sections of our Contract Compliance review: Licensure/Contract Requirements; Psychotropic Medications; Personal Rights and Social/Emotional Well-Being; Personal Needs /Survival and Economic Well-Being and Discharge Children. The following report details the results of our review.

**CERTIFIED FOSTER HOMES**

Based on our review of six certified foster parent files and/or documentation from the provider, Wings of Refuge fully complied with six of the 13 elements.

We noted that for three certified foster parents, home studies were signed after the family was certified with the Wings of Refuge FFA. One certified foster parent's home study was two days late and another was four months late. A third certified foster parent had no initial home study on file, but had one completed a year later at the time of the annual re-certification, when the family relocated.

One foster parent had no criminal background statement on file. The Agency Administrator located the criminal background statement from 2001, prior to the initial certification, and provided it with the CAP.

Another foster parent was missing the current certificate of approval, verification that an assessment was completed prior to the current certificate of approval, verification of current annual training hours for the certified foster mother and the co-parent, verification of a health-screening and a TB clearance for foster mother; and verification of the initial orientation to the FFA.

A third foster parent had no documentation of a safety inspection or an evaluation/assessment for the current re-certification. The assessment was provided by the Agency Administrator following the review.

In addition, we did not find verification of CPR/First-Aid, California Driver's License (CDL) and car insurance for a certified foster mother's husband, who resides in the



home and is the substitute caregiver. The Agency Administrator provided verification of the current CPR/First-Aid certificate, CDL and current car insurance, and health-screening/TB test for the home.

In one certified foster home, the foster mother only had a Texas Driver's License on file that expired in July 2011. The Agency did not have verification that the foster mother had requested a California Driver's License (CDL), nor was there an affidavit on file with the FFA indicating that she could not drive the foster children until a valid CDL was obtained. The foster father did have a current CDL on file with the FFA. Per the Agency Administrator, the foster father was the designated driver for the children and the Agency completed an affidavit to address this issue. The FFA provided verification that the foster mother obtained her CDL on July 25, 2011. Both certified foster parents did have current car insurance on file.

**Recommendations:**

Wings of Refuge FFA management shall ensure:

1. Home Studies are completed and signed prior to the certification and documentation is maintained in the certified foster parent files.
2. Criminal background statements are completed prior to certification and documentation is maintained in the certified foster parent's files.
3. Initial health-screening and TB tests are conducted prior to the hire and documentation is maintained in the current certified foster parent files.
4. Home inspections and home evaluations/assessments for re-certification of foster parents are completed prior to the re-certification and documentation is maintained in the certified foster parent files.
5. Certified foster parent's required annual training hours are completed timely and documentation is maintained in the certified foster parent files.
6. Certified foster parents have a current California Driver's License (CDL) or a current designated driver plan on file with the FFA.
7. All co-parents and substitute caregivers residing in the home and providing ongoing care and supervision to the foster children have a current health-screening/TB test.
8. All co-parents and substitute caregivers residing in the home and providing ongoing care and supervision to the foster children have current CPR/First-Aid certificates on file with the FFA.

9. All co-parents and substitute caregivers residing in the home and providing on-going care and supervision to the foster children and who transport the foster children have current CDLs and car insurance on file with the FFA.

### **FACILITY AND ENVIRONMENT**

Based on our review of six certified foster parents' files and/or documentation provided, Wings of Refuge fully complied with seven of the eight elements in this section.

Of the six homes, we noted broken beds in two homes. In one home, the bed broke when the youth sat on the bed during OHMD monitor's visit; in another home, we noted a broken bed in one foster youth's bedroom. The FFA provided verification that the beds were immediately repaired.

#### **Recommendation:**

Wings of Refuge FFA management shall ensure:

10. Foster children's bedrooms are properly maintained and furniture is in good repair, the FFA staff routinely monitors the home for on-going compliance and current documentation is maintained in the certified foster parent files.

### **MAINTENANCE OF REQUIRED DOCUMENTATION AND SERVICE DELIVERY**

Based on our review of 14 children's files and/or documentation from the provider, Wings of Refuge fully complied with four of the 11 elements.

We noted that the children's initial and on-going NSPs were not comprehensive as some did not include the following information:

Some had goals that were not specific, some were missing medical/dental information; some were missing signatures by the child, certified foster parent or the CSW; one initial NSP was five weeks late and did not include information about school enrollment; another did not contain information about the status of therapeutic services; two did not contain information that assessments or evaluations were implemented and educational and therapeutic recommendations were not addressed. We were informed by two youth in the same foster home that Agency staff did not include them in the development of the NSPs. We noted that for one certified home selected for review, a social work intern was assigned to the home. We noted NSPs for three youth reviewed were not comprehensive, had incomplete or inaccurate information, were not reviewed with the children and education and therapeutic information was incomplete.

We verified that the interns were permitted by CCL to carry a case load; however, it was determined there was insufficient oversight for the intern and that issues pertaining to the education and therapeutic intervention were missed.

The Agency Administrator provided a detailed CAP to address the above noted issues with regard to changes to NSPs and to ensure on-going monitoring by FFA supervisors to ensure compliance.

**Recommendations:**

Wings of Refuge FFA management shall ensure:

11. To obtain the DCFS CSWs' authorizations to implement the children's NSPs and documentation is maintained in the children's files.
12. All age-appropriate children participate in the development of on-going NSPs and documentation is maintained in the children's files.
13. All children are progressing toward the NSP goals, with goals that are clear and specifically noted on the NSPs.
14. Initial NSPs are developed with the age-appropriate children and documentation is maintained in the children's files.
15. Children are receiving their required therapeutic services and documentation is maintained in the children's files.
16. Recommendations on required assessments/evaluations for children are implemented and documentation is maintained in the children's files.
17. FFA social workers develop required comprehensive NSPs for all placed children to be reviewed and approved by the FFA supervising social worker.

**EDUCATION AND WORK FORCE READINESS**

Based on our review of the 14 children's files and/or documentation from the provider, Wings of Refuge FFA fully complied with three of the seven elements. Of the 14 files reviewed, 11 children were school-age.

We noted that of the 11 school-age children, one child was not enrolled in school within three school days of placement. We noted that three of the 11 school-aged children did not have report cards or progress reports on file with the FFA. More specifically, one 17-year-old foster youth was enrolled in school a month late due to not having transcripts from the prior placement. For this same child, there was no progress report or report card on file with the FFA and no detailed information about the youth's educational status. We interviewed the youth who indicated that she was having problems with school, was a year behind in school, was not doing well in the large public school she was enrolled in, and requested some assistance with enrolling her in a smaller independent studies school so that she could make up the needed credits to

earn her diploma and graduate high school. She indicated that she informed the social worker and foster mother and attempted to speak to her school counselor but felt nothing was being done to assist her. OHCMD noted that the child's home was assigned to a social work intern by the FFA and that since the detailed information was not documented on the FFA contact notes or the NSPs, the information provided by the youth may have not been passed along to the FFA social worker or supervising social worker assigned to the case, leading to concerns about the level of oversight for the interns. During OHCMD's home interview, the FFA supervising social worker visited the home and the issues were brought to his attention. The social worker indicated that he would immediately follow up. Additionally, one youth enrolled in a non-public school, no IEP was on file with the FFA. The FFA Administrator provided a detailed CAP to address the findings and to ensure FFA interns would be closely supervised by the assigned FFA social worker and the FFA supervisor.

**Recommendations:**

Wings of Refuge FFA management shall ensure:

18. All children are enrolled in school within three school days, that the FFA staff monitor the child and certified foster parent for on-going compliance and that documentation is maintained in the children's files.
19. Children's school performance and regular attendance are being regularly monitored and on-going documentation of such is maintained in the children's files.
20. Children's current IEPs are maintained in the children's files.
21. Children's report cards are regularly obtained by the foster parents and the FFA social workers and documentation is maintained in the children's files.

**HEALTH AND MEDICAL NEEDS**

Based on our review of 14 children's files and/or documentation from the provider, Wings of Refuge FFA fully complied with four of the six elements reviewed.

We noted that one four-year old child, placed in July 2010, did not have an initial dental examination until December 2010, approximately four months late. The FFA Administrator indicated that this was an oversight and provided a detailed CAP to ensure the timeliness of initial dental examinations.

**Recommendations:**

Wings of Refuge FFA management shall ensure:

22. All children receive the required initial dental examinations and current documentation is maintained in the children's files.
23. Children's initial dental examinations are timely and current documentation is maintained in the children's files.

### **PERSONNEL RECORDS**

Based on our review of five Wings of Refuge Social Work staff files and/or documentation from the provider, Wings of Refuge FFA fully complied with 11 of the 14 elements.

More specifically, for two staff there was no documentation indicating that staff had completed the required initial training; for one staff there was no documentation of the required one-hour training sessions in the area of child abuse and for another, there was no verification of the required on-going training. The FFA Administrator indicated that they will ensure that all staff complete the required training hours in a timely manner and documentation would be maintained in the files.

### **Recommendations:**

Wings of Refuge FFA management shall ensure that:

24. All social work staff complete the required initial training with documentation maintained in the personnel files.
25. All social work staff complete the required one-hour training in child abuse reporting and documentation is maintained in the children's files.
26. All social work staff complete the required on-going training and documentation is maintained in the personnel files.

### **PRIOR YEAR FOLLOW-UP FROM THE AUDITOR-CONTROLLER'S (A-C) COMPLIANCE REPORT**

The A-C's last monitoring report of Wings of Refuge FFA is dated May 12, 2011.

### **Objective**

To determine the status of the recommendations reported in the A-C prior monitoring report on May 12, 2011.



### **Verification**

We verified whether the outstanding recommendations from the A-C's last compliance review were implemented.

### **Results**

The A-C's prior monitoring report contained the following outstanding findings including some facility (Title 22) deficiencies. Specifically, one home did not adequately secure potentially dangerous items; two homes did not have a written disaster plan; one home did not have a smoke detector in the hallway; one home had obstructed safety bars and the children who slept in the bedroom were not properly trained on how to use the safety device. Five homes reviewed did not have the required assessment of the home when more than two children were placed in the home. One home had two foster children sharing a bedroom with adult youth. Five of the children's files lacked verification that CSWs were updated monthly on the children's progress. Five children's files did not document visits from the FFA social workers during the first three months of placement as required. In two children's files reviewed, the Special Incident Reports (SIR) were not completed timely. One child's NSP did not contain specific and measureable goals. Four children taking psychotropic medication did not have the required monthly psychiatrist evaluations in the files as required. Eight children had untimely initial medical examinations. Two social workers and one social work supervisor carried caseloads that exceeded the maximum amount allowed.

The A-C completed a follow-up review in March 2010 to ensure that the CAP requirements were implemented.

The OHCMD completed a follow-up to the A-C's follow-up review in June 2011 to ensure that any deficiencies noted in the follow-up report, were corrected and that the CAP requirements were being implemented.

We noted that all of the recommendations were fully implemented.

### **MOST RECENT FISCAL REVIEW CONDUCTED BY THE AUDITOR-CONTROLLER**

A fiscal review of Wings of Refuge FFA was posted on December 19, 2011. The A-C identified \$32,026 in unallowable expenditures and \$49,831 in unsupported/inadequately supported expenditures. Also noted, the Agency's financial statements reported a significant debt of \$2.2 million and negative assets of \$18,176. The A-C recommended that DCFS and the Agency need to work together to resolve some potential overpayments. The Agency needs to strengthen its controls over disbursements, expenditures, loans, bank reconciliations, payroll and independent contractor records and fixed assets. The Agency needs to prepare and submit its Semi-Annual Expenditure Reports to DCFS as required in the contract and it needs to implement a cost allocation plan that is consistent with federal requirements. Wings of Refuge submitted a fiscal CAP and it is monitored by DCFS Fiscal Monitoring Section.





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*Reuniting Families and Building Sustainable Communities Through Economic and Community Development*

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September 9, 2011

Cori Shaffer, Monitor  
Department of Children and Family Services  
Out of Home Care Management Division  
425 Shatto Place  
Los Angeles, CA 90020

RE: Foster Family Agency Monitoring Review Field Exit Summary Report – Wings of Refuge Foster Family Agency (WOR), June 2011 Review

Dear Cori Shaffer:

The following is in response to your request regarding the above-referenced 2010-2011 Review:

**Corrective Action Plan (CAP)**

**I. LICENSURE/CONTRACT REQUIREMENTS:**

**DISCREPENCIES:**

**No. 4 – Are there Community Care Licensing (CCL), Out of Home Care Management Division (OHCMD) on safety and physical plant deficiencies: (Yes X - 3 Citations)**

**1). Palmdale – late home study for S. Callahan**

According to our records, Callahan was certified effective March 10, 2010. The home study is dated 1/25/2010 and signed by social worker on 2/12/2020. Therefore, there does not appear to be any discrepancy. A copy of the home study was provided to the monitor at the time of the audit.

- ***CAP: To ensure compliance, Wings of Refuge will closely monitor dates including, but not limited to dates home studies are completed as well as dates home studies are signed by all parties and documentation will be maintained I the files.***

**2). LA Office – insufficient social worker staffing - 2/15/2011- CCL Annual Inspection Visit**

Per the annual inspection visit, the LA office was cited for Social Worker Ratios (one full time social worker for every 15 children or fraction thereof in placement) Title 22 - Section 88065.5(a) discrepancy: However, on April 21, 2011, the agency appealed the decision with supporting documentation. On May 16, 2011, the Department of Social Services Community Care Licensing

Division dismissed the deficiency verifying that the agency provided documentation indicating the agency is in compliance with the social worker to child ratio. A copy of the dismissal is attached.

- ***CAP: During the weekly placement meetings, the Wings of Refuge Administrator and Supervising Social Worker staff continues to closely monitor social worker-placement ratios (1:15) to ensure ongoing compliance.***

### **3) LA Office – personal rights violation**

Wings of Refuge failed to provide documentation to CCL to provide proof of training given to CFP on personal rights due by 12/31/2010 even though the training was completed prior to that date.

- ***CAP: Wings of Refuge Administrator will continue to closely monitor corrective action plan dates to ensure they are submitted in a timely manner as requested.***

## **II. CERTIFIED HOMES**

### **DISCREPENCIES:**

**No. 7 – Were home studies conducted prior to initial certification? (Yes 4, No 3)**

#3 (Judy Dickson) – certified 2/13/02, home study was signed 6/25/02. However, the date of Home Study is 2/12/02. It appears that the discrepancy lies in the signature date. In as much as the discrepancy happened 9 years ago, an explanation cannot be provided.

- ***CAP: Wings of Refuge will closely monitor that all precertification documentation is signed and completed PRIOR to approving and providing the Certificate of Approval.***

#4 – (Patricia Hardy) – home study signed 2 days late. The home study was completed prior to providing the certificate of approval. ***However, an error was made by the supervisor in providing the appropriate signature date.***

#5 (Simone Callahan) - No home study in file, previous admin no longer at agency, new home study one 1 year later on 3/31/11 when CFP moved to a new home. ***During review FFA admin obtained initial home study from previous FFA SW provided it, dated 2/12/10. CCL sited for lack of home study.***

\*10. - #3 (Judy Dickson) – No criminal background statement for CFP – CFP Judy Dickson has been with Wings of Refuge since 2002 and as such her file has been divided to accommodate the updated paperwork to be included in her permanent file. However, at the time of the audit, the initial criminal background statement was not in the section of the file that was reviewed.

- ***CAP: The criminal background statement dated 11/6/2001 has been located and a copy is included with this report for your file/review.***

\*11. #4 (Patricia Hardy) – No health screening or TB verification for Patricia; ok for Larry

- ***CAP: An additional copy of Patricia's Health Screen/TB test is enclosed for your review/file.***

\*12. #4 (Patricia Hardy) – No FFA orientation documented.

- ***CAP: An additional copy of the Orientation Certificate is provided for your review/file.***

\*13. Murphy: Need current certificate of approval.

- ***CAP: A copy of Diane Murphy's current Certificate of Approval is attached for your file/review.***

\*14. #3 (Judy Dickson) and #14 (Jewel King) – There were no Re-certification Assessments or Annual Recertification Safety Home Inspections on file.

- ***CAP: Wings of Refuge will closely monitor dates that home studies are completed AND signed to ensure that home studies are completed and signed PRIOR to providing the certificate of approval.***
- ***CAP: Wings of Refuge to ensure that all documentation for certification (i.e. orientation and/or recertification is filed in the foster parent file in a timely manner.***
- ***CAP: Wings of Refuge to ensure recertification assessments and annual recertification safety home inspections are completed prior to approving and providing the certification of approval.***
- ***CAP: The annual recertification safety checklist dated 2/9/2011 (Dickson) is enclosed for your review/files as well as the 10/7/2010 annual inspection for Jewel King.***

\*15. Verification of annual training hours for both foster mother and father.

- ***CAP: Only Diane Murphy is identified as the certified parent and responsible for 15 hours of training. Verification will be sent by supervisor, Yun under separate cover.***

\*18. King-verification of CPR, Health screen and CPR for Miguel King (husband) and Ashley Taylor (adult daughter)

- ***CAP – Attached are CPR and Health screen verifications for Jewel and Miguel King. Please note that Ashley Taylor does not reside in the foster home and is not the designated emergency care giver. She is a college student and only has occasional contact with the foster children.***

### III. FACILITY AND ENVIRONMENT: DISCREPANCIES

**No. 22 - ARE CHILDREN'S BEDROOMS WELL MAINTAINED? (Clean/sanitary; neat; comfortable; adequate lighting; home-like environment, no safety hazards) (Yes 4; No 2)**

Broken bed in Dickson home, bed broking during review; broken bed in Callahan home – no one slept in bed at time of review, FF unaware of broken bed, fixed most of it during review. Both beds have been repaired. Verification for Dickson home already provided to monitor. Verification of Callahan home bed repair provided as requested.

- *CAP: Wings of Refuge Supervising Social Worker staff will continue to closely monitor facility and environment compliance at the time of placement as well as following up with social workers during weekly supervision to ensure routine home inspections are completed.*

### IV. MAINTENANCE OF REQUIRED DOCUMENTATION AND SERVICE DELIVERY

**\*No. 31 – Are the placed children progressing toward meeting the Needs and Services Plans case goals? (Yes 10; No 4)**

- *CAP: Wings of Refuge Supervising Social Workers will ensure their respective social worker staff is fully trained in all aspects of the children's Needs and Services Plans as well as monitoring the reports to ensure the NSPs appropriately meet all the required documentation and service delivery needs for the children placed in our care.*
- *Staff received training on 6/29/2011 on DCFS NSP Development Guidelines. Training verification is attached for your file/review.*

**\*No. 32 – Did the treatment team develop timely initial Needs and Services Plans (NSPs) with the child? (Yes 13; No 1)**

- *CAP: Wings of Refuge Supervising Social Workers will continue to monitor the initial NSPs to ensure timely delivery with the child.*
- *Staff received training on 6/29/2011 on DCFS NSP Development Guidelines. Training verification is attached for your file/review.*

**\*No. 33 – Did the treatment team develop comprehensive initial Needs and Services Plans (NSPs) with the child? (Yes 9; No 5)**

- *CAP: During weekly supervision, Wings of Refuge Supervising Social Workers will continue to track and monitor the initial NSPs to ensure that the treatment team works directly with the child to develop a comprehensive initial NSP that will meet all the needs of the children placed in our care.*
- *Staff received training on 6/29/2011 on DCFS NSP Development Guidelines. Training verification is attached for your file/review.*

No. 34 – Are children receiving required therapeutic services (i.e. individual, group therapy, substance abuse counseling, etc.)? (Yes 13; No 1)

- *CAP: During weekly supervision Wings of Refuge Supervising Social Workers provides ongoing monitoring and follow up to ensure that therapeutic services for children placed in our care are provided in a timely manner and such services are documented as appropriate and maintained in the child's file.*

No. 35 – Are recommendations on required and/or recommended assessments/evaluations implemented? (Yes 10; No 2):

- *CAP: Wings of Refuge Supervising Social Workers provides ongoing monitoring and follow up during weekly supervision to ensure that all required and/or recommended assessments and/or evaluations are implemented in a timely manner and such services are documented as appropriate and maintained in the child's file.*

No. 38 – Did the treatment team develop comprehensive updated Needs and Services Plans (NSP) with the child? (Yes 11; No 2):

- *CAP: During weekly supervision, Wings of Refuge Supervising Social Worker staff provides ongoing monitoring and follow up to ensure that comprehensive NSPs are developed WITH the child within appropriate timelines and such services are documented as appropriate and maintained in the child's file.*

## V: EDUCATION AND WORKFORCE READINESS

No. 39 – Was the child enrolled in school within three school days after placement? (Yes 3; No 2)

- *CAP: Wings of Refuge Supervising Social Worker staff continue to monitor school enrollment requirements (3 days of placement) and require social workers to document as appropriate noting any challenges with enrollment and following up to ensure compliance.*

\*No. 42 – Based on the services provided by the facility has the child's academic performance and/or attendance increased (e.g. improved grades, test scores, promotion to the next level, HS grad, IEP goals)? (Yes 10; No 1)

- *CAP: Wings of Refuge Supervising Social Worker staff routinely monitors the child's school academic performance and/or attendance to ensure the academic needs of the child are met to include, but are not limited to report cards and progress reports.*
- *CAP: \*Wings of Refuge Supervising Social Worker continues to monitor that social workers maintain ongoing contact with the DCFS CSW and ensures that ongoing documentation is maintained in the files*



No. 43 – If applicable, are current IEPs maintained? (Yes 3; No 1)

- *CAP: Wings of Refuge Supervising Social Worker staff provides over sight and follow up with social workers during weekly supervision to ensure that every IEP is documented and maintained in the child's file as appropriate.*

No. 44 – Are current copies of the children's report cards or progress reports maintained? (Yes 7; No 3)

- *CAP: Wings of Refuge Supervising Social Worker staff continue to monitor the child's school academic performance and/or attendance to ensure the academic needs of the child are met and will require that social workers maintain report cards and progress reports in each child's file as appropriate.*

## VI: HEALTH AND MEDICAL NEEDS

No. 47 – Are initial medical examinations timely? (Yes 12; No 2)

- *CAP: Wings of Refuge Supervising Social Worker staff provides over sight and follow up with social workers during weekly supervision to ensure that medical examinations are timely and appropriately maintained in each child's file. Wings of Refuge Supervising Social Worker staff will provide oversight to ensure that social workers follow up and document any medical examination challenges in the child's file.*

No. 49 – Are initial dental examinations conducted? (Yes 12; No 1)

- *CAP: Wings of Refuge Supervising Social Worker staff provides over sight and follow up with social workers during supervision to ensure that dental examinations are timely and appropriately maintained in each child's file. Wings of Refuge Supervising Social Worker staff will provide oversight to ensure that social workers follow up and document any dental examination challenges in the child's file.*

No. 50 – Are initial dental examinations timely? (Yes 11; No 2)

- *CAP: Wings of Refuge Supervising Social Worker staff provides over sight and follow up with social workers during weekly supervision to ensure that dental examinations are timely and appropriately maintained in each child's file. Wings of Refuge Supervising Social Worker staff will provide oversight to ensure that social workers follow up and document any medical examination challenges in the child's file.*

## VII: PSYCHOTROPIC MEDICATION

No deficiencies noted – No CAP Required.



#### VIII. PERSONAL RIGHTS AND SOCIAL/EMOTIONAL WELL-BEING

No deficiencies noted – No CAP Required.

#### IX. PERSONAL NEEDS/SURVIVAL AND ECONOMIC WELL-BEING

No deficiencies noted – No CAP Required.

#### X. DISCHARGE CHILDREN

No. 77 – If applicable, did the child complete high school? (Yes 1; No 1)

- *No CAP Required. #2 (Keith Lee) – No fault of FFA, all attempts to ensure minor had diploma or GED by FFA and CFP, minor refused and emancipated by court.*

#### XI. PERSONNEL RECORDS

No. 86 – Have appropriate employees received the required initial training? (Yes 3; No 2)

- *CAP: Wing of Refuge Administrator and/or Supervising Social Worker staff continue to provide and follow up with Human Resources to ensure appropriate employees receive the required initial training and such training is documented and maintained in the employee's personnel file.*

No. 87 – Have appropriate employees received minimum of one hour training in the area of child abuse identification and reporting? (Yes 4; No 1).

- *CAP: All Wings of Refuge employees are required to receive a minimum of one-hour training in the area of child abuse identification and reporting. The FFA Administrator and/or Supervising Social Worker staff provides such training and ensures the training is documented and maintained in the employee's personnel file.*

No. 90 – Have appropriate employees received the required on-going training? (Yes 4 ; No 1)

- *CAP: Wing of Refuge Administrator and/or Supervising Social Worker staff will continue to follow up to ensure that ongoing trainings are documented and maintained in each appropriate employee's file.*

**Wings of Refuge Internship Program:**

In regards to the Wings Internship Program, WIP is monitored by CCL. CCL requires certifying documentation of the interns prior to their acceptance as intern Social Workers. Upon acceptance to WIP, interns are supervised by a lead social worker (Sherry Vasquez), the supervising social worker (Yun) and the field instructor (Vajezatha Payne, LCSW) each week. It is the field instructor's responsibility to provide comprehensive training and evaluation for each social worker intern assigned to Wings of Refuge.

Homes will be selected by either the field supervisor or the social worker supervisor based on the competency of the interns and the needs of the home.

In addition, the clients are visited each week to ensure proper oversight and during breaks and holidays the case is returned to the lead social worker for maintenance and oversight. On a monthly basis, the lead social worker will contact the foster parents and foster children to ensure that their needs are being addressed and provide oversight to ensure follow up is provided, documented and maintained as appropriate.

The Wings of Refuge Palmdale office has hired a new fulltime social worker supervisor. Her name is Andrea (Andi) Leigh and her hours are Monday through Friday from 9:00 a.m. to 6:00 p.m.

Thank you for the opportunity to provide additional information prior to your final report. If you have any questions or need additional information, please do not hesitate to give me a call.

Sincerely yours,

Paulette Buchanan, M.A., MFTI  
FFA Senior Administrator

CC: Renee Moncito, CEO

Enclosures